

MODEL 3 LINI : TANTANGAN & REALITAS PENERAPANNYA DI INDONESIA

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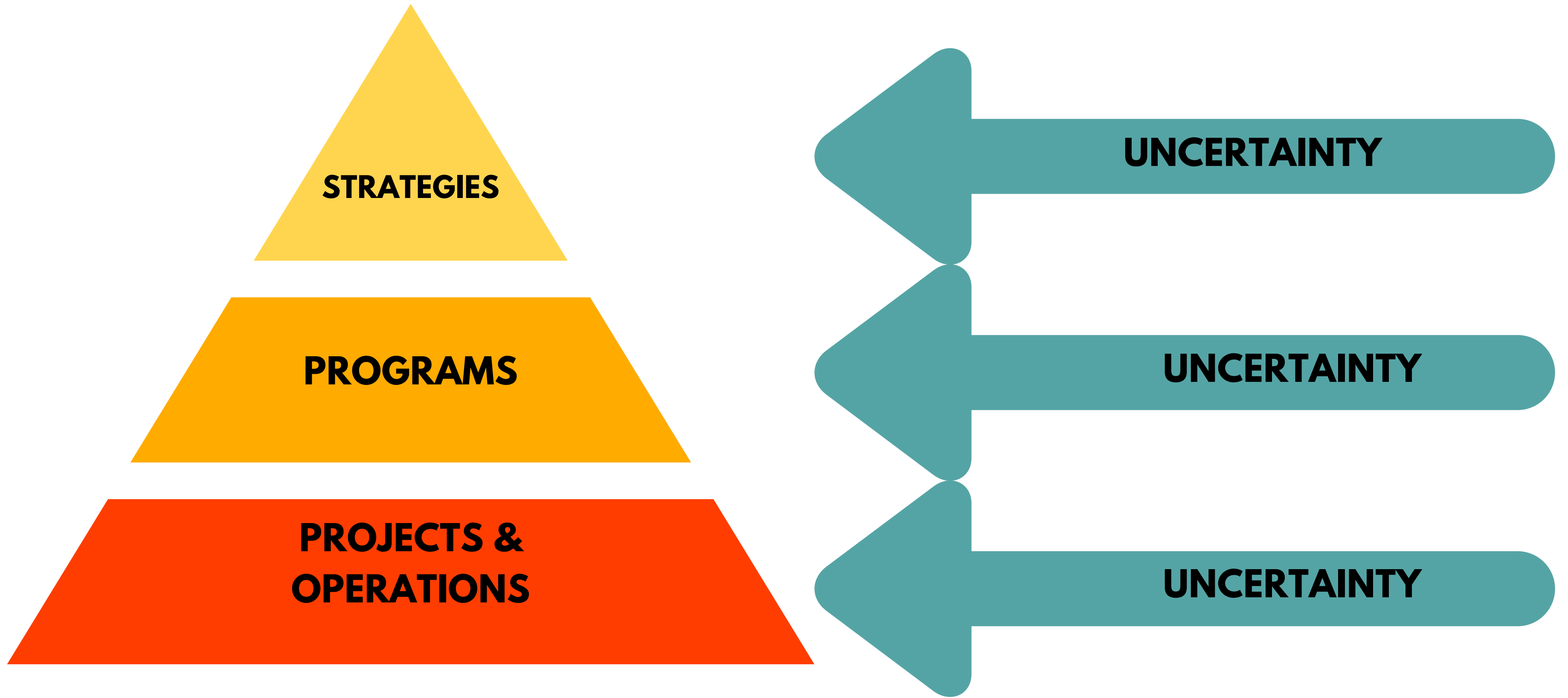
INTRO



Risk is the “effect of uncertainty on objectives” and an effect is a positive or negative deviation from what is expected

Whenever we try to achieve an objective, there’s always the chance that things will not go according to plan.







GAME OF RISKS

THE THREE LINES OF DEFENSE

ENTERPRISE RISK MANAGEMENT

- A number of companies are going through the journey of realizing that they don't know their risk as well as they thought they did. (Neil Cantele)

- The three lines of defense model enhances the understanding of risk management and control by clarifying roles and duties.

ORGANIZATION



COORDINATING THE THREE LINES OF DEFENSE

- All three lines should exist in some form at every organization, regardless of size or complexity
- in exceptional situations that develop, especially in small organizations, certain lines of defense may be combined :
 - For example, there are instances where internal audit has been requested to establish and/or manage the organization's risk management or compliance activities.
 - dual responsibilities are assigned to a single person or department.
- Regardless of how the Three Lines of Defense model is implemented, senior management and governing bodies should clearly communicate the expectation that information be shared and activities coordinated among each of the groups responsible for managing the organization's risks and controls.

**GOOD THINGS NOT
HAPPENED**

**UP SIDE
RISK**

NO CREATION VALUE

**BAD THINGS NOT
HAPPENED**

**DOWN SIDE
RISK**

**DAMAGE THE VALUE
OF THE FIRM**

<https://keuangan.kontan.co.id/news/tak-sehat-ojk-cabut-izin-usaha-39-perusahaan-asuransi-dan-reasurans>

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Tak sehat, OJK cabut izin usaha 39 perusahaan asuransi dan reasuransi

- kesehatan keuangan perusahaan.
- tata kelolaan asuransi menjadi kunci utama bagi perusahaan menjalankan bisnis.



**COMMITTEE OF SPONSORING
ORGANIZATIONS OF THE TREADWAY
COMMISSION (COSO) ENTERPRISE RISK
MANAGEMENT (ERM)**



**Established in USA by 5
Professional Organization**

**Committee of Sponsoring Organizations of the
Treadway Commission
a joint initiative of the five private
sector organizations:**

- **American Accounting Association (AAA)**
- **American Institute of Certified Public Accountant (AICPA)**
- **Financial Executive International (FEI)**
- **The Association of Accountants and Finance Professional in Business (IMA)**
- **The Institute of Internal Auditors (IIA)**

**INTEGRATED FRAMEWORK DAN THE
INTERNATIONAL ORGANIZATION FOR
STANDARDIZATION (ISO) 31000: 2009
RISK MANAGEMENT – PRINCIPLES AND
GUIDELINES**



**Established in
European Countries**

**The International Organization for
Standardization (ISO;
/'aɪsoʊ/) is an International standard-
setting body composed of
representatives from various national
standards organizations.**

**Founded on 23 February 1947, the
organization promotes worldwide
proprietary, industrial, and commercial
standards. It is headquartered in
Geneva, Switzerland, and works in 164
countries**



TERIMA KASIH